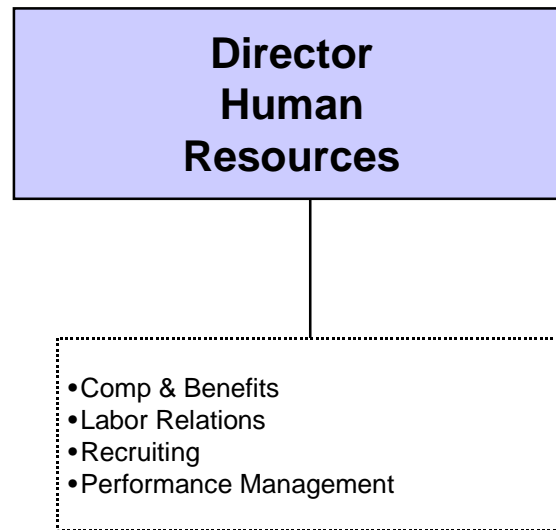


# **Human Resources (Current)**

Reorganization Package Submission for Human Resources

## Human Resources Current Organization Chart



## **Human Resources Current Functional Descriptions**

Human Resources is responsible for implementing a “Centers of Excellence” model (\*) and allocating personnel to meet the needs of the channels and functions. To accomplish this goal, Human Resources will perform the following functions:

- Implement and manage a “Centers of Excellence” model to address the following areas:
  - Compensation and benefits
  - Labor and employee relations
  - Recruiting, hiring and retaining
  - Performance management
- Manage and allocate Human Resources personnel to meet the unique needs of channels and functions through the Centers of Excellence Model
- Collaborate with Department of Education Human Resources Group to provide service to OSFA

During the first wave of OSFA realignment, the Office will continue its relationship with appropriate counterpart functions at the Department of Education level to provide human resources services and support to SFA.

(\*) *A model in which a group of expert HR professionals provide deep functional expertise to HR Business Partners*

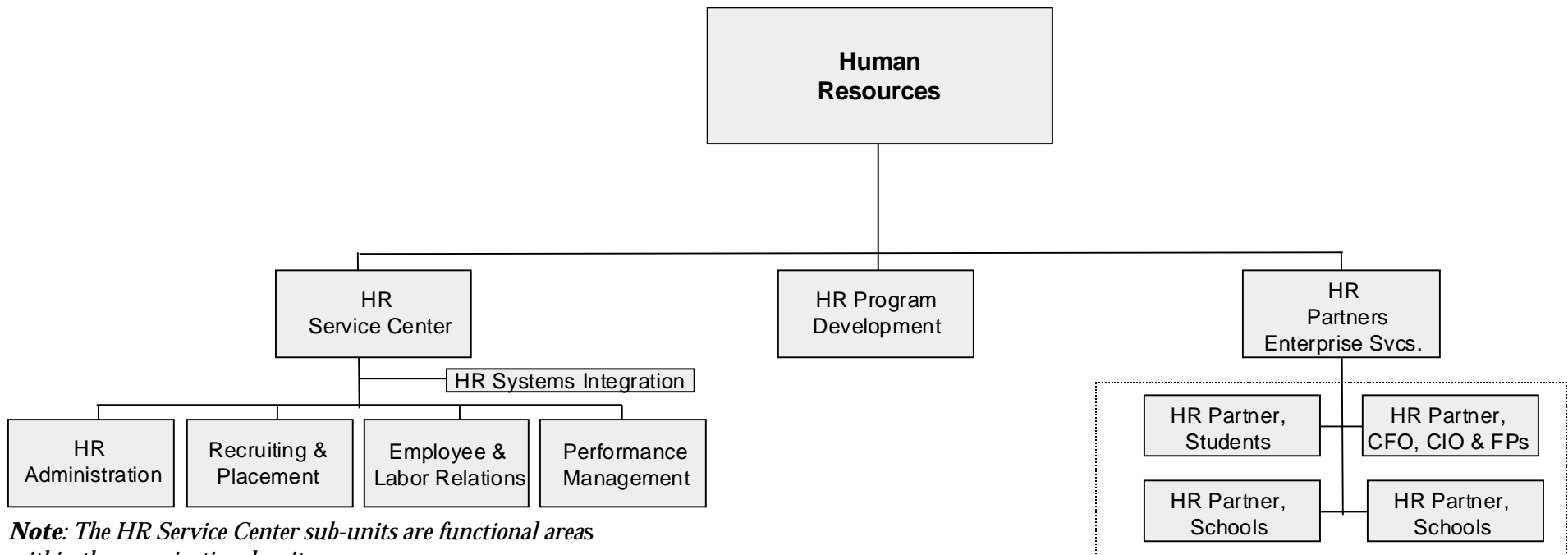
## Human Resources Current Staffing Pattern

<b>Last Name</b>	<b>First Name</b>	<b>Position</b>	<b>Series</b>	<b>Grade</b>
Thomas	Calvin	Director of HR	201	00
Mondragon	John	Management & Program Analyst	0343	15
Gilbert	Lisa	Management Operations Specialist	0301	13
Mattingly	Julie	Management Operations Specialist	0301	13
Clark	Joel	Management & Program Analyst	0343	09
Thomas	Nicole	O.A. Clerk	0326	03

## **Human Resources (Proposed)**

Reorganization Package Submission for Human Resources

## Human Resources Proposed Organization Chart



**Note:** The HR Service Center sub-units are functional areas within the organizational unit.

**Note:** The dotted lines surrounding the channels/ units and partners denote functional areas within the organizational unit.

## **Human Resources Proposed Functional Descriptions**

Human Resources will make a difference in achieving superior business results through its strategic partnership with the enterprise. Human Resources functional area will partner with the channels and business units, enable change and inspire excellence in SFA personnel. Human Resources will be on the forefront of change by anticipating future organization needs, proactively recommending innovative actions and solutions and taking on the appropriate risks to deliver results that exceed expectations. Human Resources will foster a future-focused, flexible workplace in which people are encouraged to think creatively and develop new and innovative solutions to organizational needs. To accomplish this goal, Human Resources will be responsible for the following:

- Human Resources Strategy and Planning
- HR Service Center
  - HR Systems Integration
  - Human Resource Administration
  - Recruiting & Placement
  - Employee and Labor Relations
  - Performance Management
- HR Program Development
- HR Partners

### **Human Resources Immediate Office**

Within the Human Resources organization, the Immediate Office is responsible for human resources strategy and planning which includes a focus on setting the strategic direction for SFA Human Resources in collaboration with SFA Leadership. To accomplish this goal, the Human Resources Immediate Office will perform the following functions:

- Establish overall SFA HR Strategy in collaboration with SFA Leadership, the Union and the Department of Education
- Design and develop a strategy to move the human resources function from transactional administration to transactional responsibility and strategic business partner
- Establish and communicate vision, goal and performance objectives of SFA Human Resources, in collaboration with SFA Leadership
- Provide analysis of and strategic direction for organization-wide change management and organizational development initiatives
- Define the need for and prioritize the development of enterprise-wide HR solutions to meet SFA's business needs including such things as Human Resources Information System, SFA-wide competency model, career path, and performance management systems
- Support SFA Leadership with the implementation and direction of Human Resources programs
- Ensure knowledge sharing and best practices application across Human Resources functional areas
- Partner with SFA Leadership to develop and implement collaborative labor/management practices
- Manage relationships with key stakeholders (OM, Union, Department of Education HR, SFA Univ., etc)
- Provide overall coordination and direction for all members of the SFA Human Resources organization

- Ensure SFA Human Resources complies with relevant Federal policies, regulations and legislation

### **HR Service Center**

Within Human Resources, the HR Service Center is responsible for administering human resource programs based on business needs and best practices for Headquarters and Regional personnel. These services are concentrated around recruiting and placement, employee and labor relations, performance management and human resource administration activities. To accomplish this goal, the HR Service Center will perform the following functions:

- Human Resources Systems Integration
- Human Resource Administration
- Recruiting & Placement
- Employee and Labor Relations
- Performance Management

### **HR Systems Integration**

HR Systems Integration is a functional area within the HR Service Center. HR Systems Integration is responsible for integrating human resources support systems, including the HRIS. To accomplish this goal, HR Systems Integration will independently, through service level agreements or contractual agreements perform the following functions:

- Identify and define IT requirements to meet business needs
- Participate in the identification and planning of technology initiatives, including implementation of a Human Resources Information System
- Integrate systems and processes across HR Service Center functions
- Implement best in business HR systems
- Automate administrative tasks through HR systems
- Ensure that SFA HR systems comply with SFA CIO technical architecture, standards, etc.

### **Human Resources Administration**

Human Resource Administration is a functional area within the HR Service Center. Human Resources Administration is responsible for records management, reporting and employee services (compensation, benefits, etc). To accomplish this goal, Human Resources Administration will independently, through service level agreements or contractual agreements perform the following functions:

- Manage and oversee time reporting and attendance policies and procedures
- Manage and oversee employee compensation and payroll
- Manage and oversee employee benefits program
- Develop, track or provide advice on position management for Channels/Units
- Process and provide advice or consultation on position classification transactions
- Support and track workload analyses
- Provide ad hoc and standard reports
- Maintain and manage official personnel records and files



- Receive and distribute human resources policy and procedures
- Help ensure compliance with relevant human resource regulations and legislation
- Explain and communicate SFA HR policies and procedures
- Oversee security function of background checks for security badge distribution and computer access

### **Recruiting & Placement**

Recruiting & Placement is a functional area within the HR Service Center. Recruiting & Placement is responsible for promoting positions, generating candidate pools, receiving, tracking and processing applications. Recruiting and Placement also administers the appropriate process for employee assignments/reassignments. To accomplish this goal, Recruiting & Placement will independently, through service level agreements or contractual agreements perform the following functions:

- Administer best practice recruiting strategy based on program model created by HR Program Development
- Provide advice and consultation on position management
- Develop and provide advice on position descriptions for Channels/Units
- Facilitate the development of candidate evaluation criteria through KSA documents
- Generate interest in SFA employment through recruiting campaigns, events, and school programs, etc
- Draft the “advertisements” of positions for periodicals, newspapers, professional associations, etc.
- Receive and process employment applications
- Conduct initial applicant screening to generate a viable candidate pool
- Track and report applicant flow
- Extend the offer of employment to the selected candidate on behalf of the Channel/Unit
- Conduct formal appointment of all new hires
- Comply with EEO policies and regulations
- Administer the appropriate process to assign or reassign employees to appropriate job opportunities
- Process personnel requests

### **Employee and Labor Relations**

Employee and Labor Relations is a functional area within the HR Service Center. Employee and Labor Relations is responsible for processing and completing appropriate documentation for employee grievances, EEO complaints, performance and conduct-based actions, and supporting relationships with the Union. To accomplish this goal, Employee and Labor Relations will independently, or through service level agreements, perform the following functions:

- Administer employee relations strategy for employee groups
- Manage employee relations policies and procedures (employee grievances, disciplinary rules and actions, etc)
- Advise employees on employee relations policies and procedures (employee grievances, disciplinary rules and actions, etc)
- Facilitate resolution of employee issues and conflicts through collaborative relationships with union representatives

- Manage the employee grievance process
- Provide employee and labor relations advice and counsel to managers on the applicable human resource and labor relations law in the federal sector to maximize the opportunities for creative problem solving using the available flexibilities in the law
- Ensure fair and consistent application of employee relations rules and procedures
- Communicate Human Resources policies, procedures and strategies to SFA employees
- Identify and respond to stakeholder needs, issues and concerns

### **Performance Management**

The Performance Management is a functional area within the HR Service Center. Performance Management is responsible for supporting and tracking employee performance systems and employee recognition and rewards programs. To accomplish this goal, Performance Management will independently, through service level agreements or contractual agreements, perform the following functions:

- Administer and track employee performance appraisal program
- Track and report on the completion of performance appraisals, professional development plans and results
- Partner with SFA University to ensure performance management programs link to learning curriculum and meet development needs of SFA personnel
- Administer and track an organization-wide recognition and reward program for contribution or accomplishment of significant value to the organization
- Track employee career paths including requirements and prerequisites for each step
- Administer and track succession plans

### **HR Program Development**

Within Human Resources, HR Program Development is responsible for designing and developing human resource solutions including performance management process, competency modeling, Human Resources Information System strategy and others to meet the human resources needs of SFA. To accomplish this goal, HR Program Development will perform the following functions:

- Design and develop enterprise-wide HR solutions to meet SFA's business needs including a performance management program, competency model, Human Resources Information System, recognition and reward program, career models and others as identified by SFA Leadership
- Develop SFA Human Resource policy and procedures
- Convene/consult key stakeholders on program design (HR Partners, HRG, Union, SFA Leadership, private sector and government Subject-Matter-Experts, etc)
- Collaborate with HR Partners in applying best practices to specific situations within their client organizations
- Provide deep understanding, expertise and best practice models to all members of the SFA Human Resources organization
- Develop SFA competency model including identification of core, managerial and functional competency definitions and proficiency levels
- Develop employee performance appraisal program and processes

- Establish comprehensive employee performance measures that link to organization goals
- Provide connection between performance appraisals and rewards, recognition and compensation in accomplishing organization goals
- Develop an organization-wide recognition and reward program for contribution or accomplishment of significant value to the organization
- Develop SFA's career model
- Develop and administer SFA succession planning program
- Develop and administer SFA's employee referral program
- Develop and administer SFA's relocation policy
- Develop education assistance policy

### **HR Partners**

Within Human Resources, HR Partners is responsible for developing and sustaining strategic relationships with GMs/Directors and staff. Through this relationship, HR Partners will identify human resource business needs and deploy/implement strategic solutions. HR Partners is accountable for ensuring that the Channels and Units' human resources needs are met. To accomplish this goal, HR Partners will perform the following functions:

- Develop and sustain a strategic relationship with a Channel/Unit to serve as a 'client relationship internal consultant'
- Partner with Channels to identify and prioritize human resource needs
- Collaborate with HR Program Development team to discuss identified human resource needs or issues, share knowledge and develop strategic human resources solutions
- Implement/execute strategic human resource solutions developed by cross-functional HR teams (HR Program Development) - balancing the solution to meet unique business needs
- Provide change management support to the business units
- Evaluate organizational resource needs based on business unit objectives
- Facilitate the development of job requirements for resource needs
- Work with Channels/Units to perform workload analyses
- Facilitate resolution of employee concerns and grievances
- Oversee the tracking and management of HR services to ensure business needs are met
- Provide consultation, advice and support on day-to-day HR personnel matters, organizational design concepts and general change management issues

## Human Resources Proposed Staffing Pattern

### HUMAN RESOURCES – IMMEDIATE OFFICE

Last Name	First Name	Position	Series	Grade	Appt. Type	PD Status
Thomas	Calvin	Director, Human Resources	201	ESM		N
Vacancy	Vacancy	Deputy Director		ESM/SES		N
Vacancy	Vacancy	O.A Assistant	0303	06		

### HUMAN RESOURCES – HR SERVICE CENTER

Last Name	First Name	Position	Series	Grade	Appt. Type	PD Status
Vacancy	Vacancy	Supv. Management & Program Analyst	0343	15		N
Vacancy	Vacancy	Management & Program Analyst (HR Systems Integration)	0343	13		N
Vacancy	Vacancy	Management & Program Analyst (Human Resource Administration)	0343	13/14		N
Vacancy	Vacancy	Management & Program Analyst (Recruiting & Placement)	0343	13/14		N
Vacancy	Vacancy	Management & Program Analyst (Employee & Labor Relations )	0343	13/14		N
Vacancy	Vacancy	Management & Program Analyst (Performance Management )	0343	13/14		N
Vacancy	Vacancy	Management & Program Analyst (Human Resource Administration)	0343	7/12		N
Vacancy	Vacancy	Management & Program Analyst (Human Resource Administration)	0343	7/12		N
Vacancy	Vacancy	Management & Program Analyst (Recruiting & Placement)	0343	7/12		N
Vacancy	Vacancy	Management & Program Analyst (Employee & Labor Relations )	0343	7/12		N
Vacancy	Vacancy	Management & Program Analyst (Performance Management )	0343	7/12		N

### HUMAN RESOURCES – HR PROGRAM DEVELOPMENT

Last Name	First Name	Position	Series	Grade	Appt. Type	PD Status
Vacancy	Vacancy	Supv. Management & Program Analyst	0343	ESM		N
Vacancy	Vacancy	Management & Program Analyst	0343	14/EST		N

### HUMAN RESOURCES – HR PARTNERS

Last Name	First Name	Position	Series	Grade	Appt. Type	PD Status
Vacancy	Vacancy	Supv. Management & Program Analyst (Enterprise Services)	0343	15		N
Vacancy	Vacancy	Management & Program Analyst (Students)	0343	13/14		N
Vacancy	Vacancy	Management & Program Analyst (CFO, CIO & Financial Partners)	0343	13/14		N
Vacancy	Vacancy	Management & Program Analyst (Schools)	0343	13/14		N
Vacancy	Vacancy	Management & Program Analyst (Schools)	0343	13/14		N

*ESM = Excepted Service Manager*

*EST = Excepted Service Technical*

**Placement??**

Mondragon	John	Management & Program Analyst	0343	15
Gilbert	Lisa	Management Operations Specialist	0301	13
Mattingly	Julie	Management Operations Specialist	0301	13
Clark	Joel	Management Operations Specialist	0343	09